Planning & Execution Working Group

Problem Statement

A significant gap exists between environment planning and execution in military operations.

- **Current situation in OEF and OIF illustrates inability to execute Annex L requirements**
- **Unanticipated extension of a non-permissive environment has exacerbated the problem**
- **Deployed forces have not been able to quantify the level of risk known to exist**

Potential Impacts of Problem

- **Risk to health and safety of US forces (e.g. exposure, disease vectors)**
- **Force protection issues (physical, exploit CBRNE targets, ATFP)**
- **Mission degradation (e.g. delays, resource burden, environmental problems grow exponentially and become unmanageable)**
- **Increased economic burden, e.g. unintended costs from uninformed site planning, clean-up costs, lost opportunities for mission-enhancing technologies**
- **Loss of political capital, potential adverse public image which may be exploited by adversaries**

Recommendations

- **DoD develop policy:**
  - **To define minimum contingency environmental standards for phased operations**
  - **To institutionalize OPLAN Annex L**
  - **For periodic review and update of Annex L**
  - **For contingency environmental program reviews**
  - **For environmental advocacy at all levels**

- **Seek senior leadership advocacy to resolve environmental capability shortfalls**
  - **JOEB**
  - **Joint Staff J-4**

Recommendations (cont)

- **Annex Ls provide adequate guidance across all phases**
  - **Develop sustained non-permissive environment standard templates to tailor to specific operations**
  - **Minimum environmental standards**
  - **Tailored template for contingency standards for early phases or non-permanent operations**
  - **Draft contingency standards to use as a reference to tailor specific ops (contingency EBGD, similar to OEBGD)**
  - **Coordinate Annex L development with Annex Q**

Recommendations (cont)

- **Adequately resource the requirements of Annex L. To accomplish this:**
  - **Educate senior leadership for awareness of impacts and risks**
  - **Develop quantifiable metrics to advocate for environmental requirements (equipment, money, personnel, training, etc) and require accountability**
  - **Establish sufficient environmental staff (SMEs and advocates) in theater and COCOM and support staff at all levels.**
  - **Ensure the medical and environmental input is considered in all JFUB and JARB proposals**

Recommendations (cont)

- **Require training**
  - **Require basic annual environmental training for all military personnel and specialized environmental training (on-going) as required by job**
  - **Integrate environmental management procedures (solid and hazardous waste management, routine base operations, etc.) into training and exercises, especially pre-deployment**

Workgroup Composition

- **Tom Schultheis (JFCOM) – Co-Chair**
- **LTC Dan Brewer (MNF-I) – Co-Chair**
- **Diana Fox Jackson (HQ AF/A7CAQ) – Facilitator**
- **Ashley Bybee (IDA) – Recorder**
- **Kirk Bergner - HQ NORAD/NORTHCOM**
- **Charity Dvorak - National Geospatial-Intelligence Agency**
- **Edward Hess - Air Force Institute of Technology**
- **John Horstmann - Third US Army/ARCENT**
- **Mary Johansen – US Army Corps of Engineers**
- **Kenneth MacDowell - Pacific Fleet**
- **CDR Paul McComb - Naval Facilities Engineering Command**
- **Robert McCullough - Defense Reutilization and Marketing Service/DLA**
- **Bart McFarlane – DLA**
- **Major Duane Meighan - HQ USAFE/A7CVQ**
- **Lt. John Piggot – CENTCOM**
- **Elmer Ransom - Commandant of the Marine Corps (LFL)**
- **Jim Rudroff - Chief of Naval Operations**
- **Laurie Rush - US Army Fort Drum**
- **Ninette Sadusky – OSD(I&E)**
- **Christopher Sholes – PACOM**
- **Felix Udasco – US Forces Japan**
- **Major Marc Vandeveer - HQ AF/A7CAQ**
- **Robin Walters - Defense Reutilization and Marketing Service/DLA**
- **Audrey Weber - Defense Reutilization and Marketing Service/DLA**